

Evaluation - From Learning to Action, Washington D.C. 6-11 November 2017

Evaluation Methods and Strategic Choices – Lessons Learned in Finland

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FINLAND

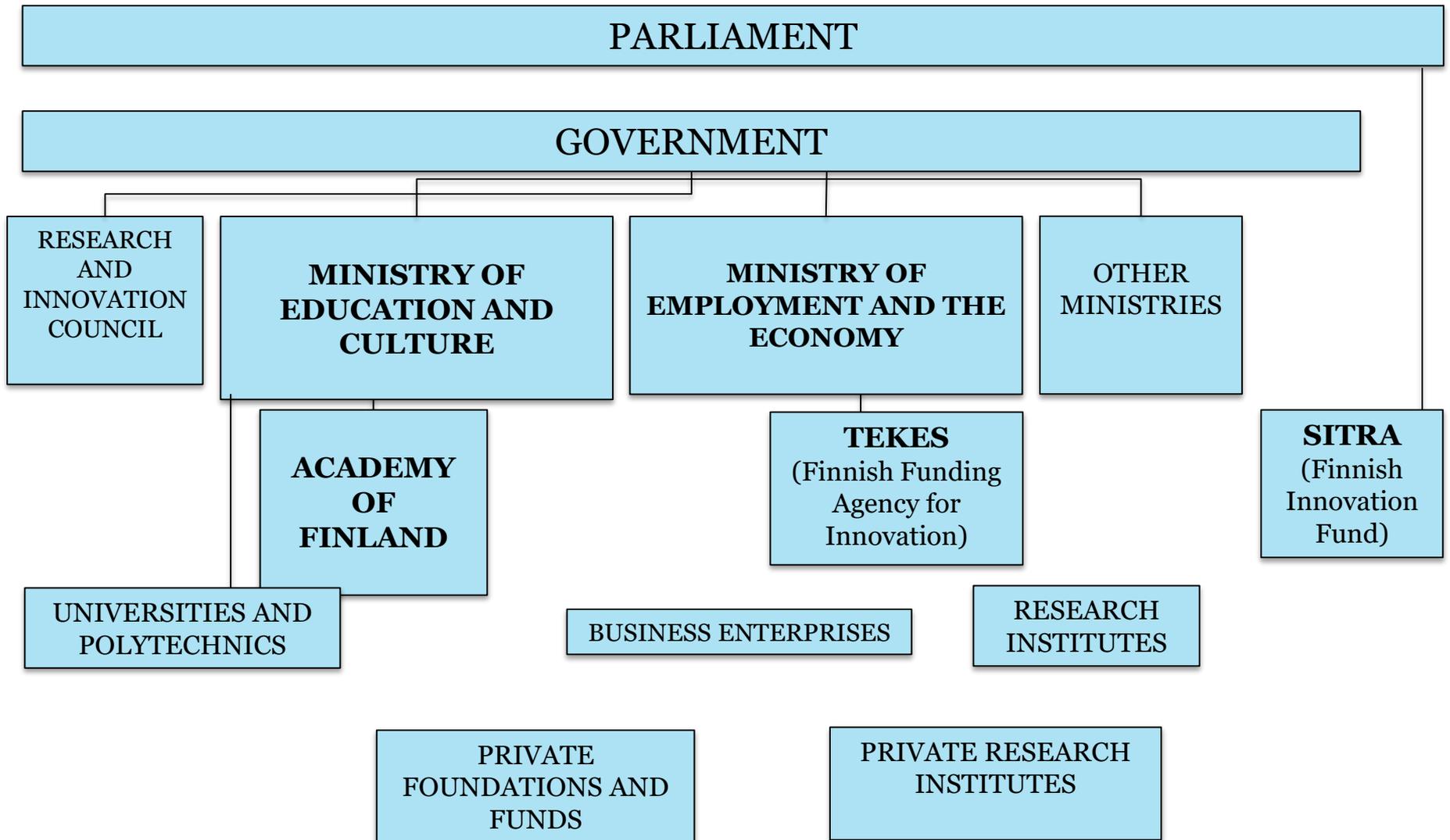
- **Between 60° and 70° North**
- **Area 338424 km²,**
 - slightly larger than New Mexico
 - 80 % of the area of California
- **Population 5,5 million**
- **14 universities**
- **~ 30000 high school graduates each year (50 % of cohort)**
- **Finland is one of the most innovative countries (WEF)**
- **The co-operation between public research and companies is one of the highest in Europe (EC)**



<http://ontheworldmap.com/finland/large-detailed-map-of-finland-with-cities-and-towns.html>

SITRA

The Finnish Innovation System



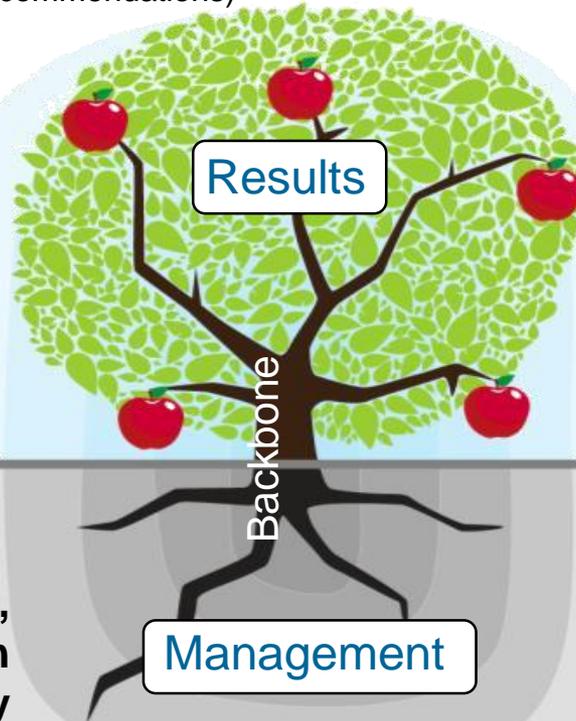
Critical Points in Evaluation Management and Results

Utilization and decision making (deliverables, critique, success cases, recommendations)

Lessons learned and possibilities to expand them

Evaluation as learning process

Intervention logic (time lags of impacts, communication)



Publicity & media relations (e.g. surprising critique, accountability)

Reach & Context, key factors behind understanding the pathway from activity to impact.

Who is principal? The intended users? (e.g. ministry, board of directors, tax payers)

Backbone = "I know what I am doing!" How to manage evaluations and impact analyses as a commissioner?

Strategy, leadership, knowledge and evaluation capacity

Evaluation type and scope (intermediate, ex-post, continuous, foresight, developmental, impact)

The terms of reference (incl. procurement)

How to choose methodology?

Evaluation as learning process